



24 September 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: M.D.
Acting Director of Medical Services

STA

SUBJECT: Suggestion Concerning the Work Schedule
of Around-the-Clock (24-hour) Offices

REFERENCE: Memorandum for DDCI
(OSI/LSD/BSB), dtd 18 Sept 79, same subject
(ER 79-4866)

STA

1. The Office of Medical Services (OMS) has reviewed the referenced memorandum and, while we are in general agreement that there are physiological and psychological stresses associated with rotating shift work, we do not agree that switching to three permanent eight-hour shifts would necessarily reduce these problems.

2. In July 1977 the OMS Psychological Services Staff summarized the literature available on this subject which showed inconsistent views. Also, in 1978, the OMS Psychiatric Division conducted a stress study of the CIA Operations Center, where personnel work under a variety of shift schedules. Though some stress was found, no significant consequences, either to the employees or production, were detected.

3. The Office of Medical Services believes that the best approach to scheduling problems, at least initially, is for the office concerned to attempt to work out a schedule which is satisfactory to the employees and would satisfy the requirements of management. If this cannot be done, OMS could assist in developing a schedule which would minimize the stress and best maintain production.

STA



Robert A. Ingram, M.D.